



# County of Los Angeles

## CHIEF ADMINISTRATIVE OFFICE

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March 3, 2006

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David E. Janssen  
Chief Administrative Officer

### FEASIBILITY OF EXPEDITING THE BACKFILL OF TWIN TOWERS, IMPLEMENTATION OF CREATIVE RECRUITMENT AND RETENTION STRATEGIES, AND REVIEW OF CIVILIAN/ADMINISTRATIVE POSITIONS FILLED WITH SWORN PERSONNEL

On February 14, 2006, your Board instructed the Chief Administrative Office, in coordination with the Sheriff's Department, to provide a report on:

- 1) The feasibility of expediting the backfill of Twin Towers with high level inmates, including consideration of temporarily closing less secure cells/dorms for the purpose of shifting existing staff to Twin Towers until additional staff are available.
- 2) Implementation of a bonus system, between \$1,000 and \$2,000, for staff who recruit qualified candidates that successfully complete the academy, as per the motion of June 20, 2005, as well as other creative incentives for recruitment and retention purposes; and
- 3) A review of all of the civilian/administrative positions and identify which of those are currently filled with sworn staff that can be filled with civilian staff, such as the 40 deputies performing station desk functions that may be performed by law enforcement technicians, and make recommendations as to how we may maximize and use our sworn staff more effectively.

### Twin Towers

During the FY 2005-06 proposed budget phase, the Sheriff's Department developed an expedited plan to reopen Century Regional Detention Facility (CRDF) as a women's jail facility and backfill the beds vacated at Twin Towers, from the shift of women inmates to CRDF, by the end of 2005-06. The revised Custody Master Plan shifted the timeline to reopen Twin Towers by one month from May 2006 to April 2006.

The female inmates are currently housed in Twin Towers II. The Sheriff is unable to expedite the backfill of Twin Towers because CRDF requires construction/infrastructure changes in order to accommodate the women. The facility-related renovations have been scheduled and will be completed before the end of March. The Department further indicates that there are no available less secure cells/dorms that could be closed in order to shift existing staff to Twin Towers. Even if additional staff were available, they could not be shifted to Twin Towers at this time because the movement of women from Twin Towers is not scheduled to occur until March 25, 2006.

In addition, Tower II requires reconfiguration and will be temporarily closed upon the departure of the female inmates. This will allow the Department to retrofit existing cell doors with a security hatch to limit staff's contact with the higher security inmates. The Department will then reopen Tower II on an incremental basis. Twin Towers II will be using a combination of staff and overtime until full staffing is achieved. Despite these issues, the Department anticipates reopening two floors in Tower II by May 2006, and the balance of floors to be reopened by July, 2006.

### Recruitment Bonus System

Our office and the Department are currently reviewing the concept of offering sign-on bonuses to attract qualified applicants to join the Department, or reward County employees who successfully recruit a new deputy; however, these proposals are collective bargaining issues and require negotiation with the union.

### Civilian/Administrative Positions

The Sheriff's Department indicates they are currently conducting a staffing analysis of the patrol stations' administrative support positions, as well as a review of other administrative positions. One analysis will examine the efficiency, performance, and use of the positions in the patrol station environment, as well as the option of relieving sworn personnel of their administrative duties during times of excessive workload.

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It will also examine the current workload of professional staff to determine proper staffing ratios. Should the analysis demonstrate ineffective use of sworn personnel in administrative capacities, supported by increased workload or shortage of existing staff, the Sheriff may present a recommendation to the Board for additional professional staff for each patrol station.

An additional review will focus on other administrative positions departmentwide. If the analysis supports the change and appropriate staff is provided (i.e., authorized and funded), the Department will begin the process of replacing sworn personnel with civilian staff. The results of both analyses will be provided to the Board.

If you should have any questions or require further information, you may contact Debbie Lizzari of my staff at (213) 974-6872.

DEJ:SRH:DL  
RG:SW:YR:yf

c: Sheriff  
County Counsel  
Executive Officer, Board of Supervisors

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